

**City of Grants Pass**  
**BUDGET COMMITTEE MEETING MINUTES**  
**May 12, 2015 – 6:00 P.M.**  
**City Council Chambers**

The Grants Pass City Council met in joint session with the Budget Committee on the above date with Budget Committee Chair Tom Brandes presiding over the meeting. City Councilors Roy Lindsay, Lily Morgan (arrived late), Rick Riker, Ken Hannum, Dennis Roler, and Jim Goodwin were present. City Councilors Dan DeYoung and Mark Gatlin were absent. Budget Committee Members Curt Collins, Tom Brandes, Shaun Curry, Ferris Simpson, Frank Morin, John Rall, James DeHoog, and Lisa Fogelquist were present. Also present was Mayor Darin Fowler and representing the City was City Manager Aaron Cubic, Finance Director Jay Meredith, Parks & Community Development (hereafter: PCD) Director Lora Glover, Public Safety Director Chief Bill Landis, Public Works Director Terry Haugen, Human Resources Director Diana Mejia and City Recorder Karen Frerk.

**I. Budget Officer Convene Committee**

Chair Brandes stated, the first thing I would like to do is get a head count of those who plan to go on the bus tour regarding the capital projects on Thursday at 4:00pm. Raise your hands. I think I see 8.

[Recorder's Note: City Manager Cubic commented to Chair Brandes off-mic – something about doing a headcount and putting it on record – unsure if it was regarding the capital tour or current meeting attendance.]

Chair Brandes stated, everyone minus Lily Morgan at the present time. The next thing is there were some questions about the capital budget and we'd like to get those questions now since we went through the capital budget last time.

City Manager Cubic stated, follow up questions – there is a blue memo in front of you that addresses a question regarding the redundant disk back-up system. It provides additional description based on the question that arose from the last meeting.

Councilor Lindsay stated, I have a couple questions. Well, actually I have about six. Another Councilor and I spent some time, and on my own I spent a considerable amount of time, going over the capital budget and I do have a few questions. On page 151 of the capital budget, LB4832 – River Road Reserve – what is the \$814,000 coming in resources? Where is that from?

Finance Director Meredith stated, we'll take these one at a time. Any new resources coming in to that project would be from potential property sales. There is an internal borrowing that occurred when that property was first purchased in 2006 and there were a number of properties that were earmarked to be sold to pay off that loan. There is one major property that is to be sold and so that would be anticipated potential revenues from property sales that would then go into that project and ultimately pay down the loan that is outstanding between the lands and buildings capital fund and the City's general fund.

Councilor Lindsay stated, thank you. Then, on page 160, the warehouse, it shows expenditures and I'm not clear as to what is going on here. It shows \$15,000 in and \$15,000 out and I thought we didn't have anything to do with the warehouse itself after this year.

Finance Director Meredith stated, in that case we don't expect any significant expenditures to extend beyond June 30<sup>th</sup> of this fiscal year, but there is always a potential as the project is wrapped up there might be a couple of minor things that do carry over into next fiscal year. We don't necessarily expect it but we put a very small amount of expenditures, relative to the dollar amount of that project, in next fiscal year's budget. Anything that carries over beyond what we know about today as that contract is wrapping up, and obviously it was recently celebrated being nearly done with construction, anything additional that has to be paid for as part of that contract would actually come from contributions the food bank raised directly not from the City's budget. Since this is a City CDBG grant all of the transactions related to this project are tracked through the City's budget.

Councilor Lindsay stated, thank you. Page 194 – LB6236 – shows income of \$3 million and expenditures of \$3.5 million, well, actually \$3.5 million in and out. What is all that about?

Finance Director Meredith stated, in this case this is a project where if you look at last year's budget or this fiscal year's capital budget you will see very similar numbers. They're not exactly

the same but you will see in the column where it says "Fiscal Year 2015 Adopted" there was \$3 million of resources and \$1.5 million of expenditures. This was carried over into next fiscal year on the chance the program the City has been in discussions with the State regarding building some infrastructure needed out in that portion of the Spalding Industrial Park. If that project does come to fruition then we do have the capital budget and the plan available we can show to the State that yes we are budgeting for this and preparing for this now. Based on recent discussions that project may not move forward but anything that might move forward, to have a chance at success, we do need to actually budget for it. If the project doesn't move forward the resources won't be there and the expenditures won't be there either. This is budgeting for what might happen if we were to pursue a contract with the State for infrastructure development in Spalding Industrial Park.

Councilor Lindsay asked, if nothing happens to this project then the funds remain where they are right now, correct?

Finance Director Meredith stated, yes, the City does not actually have any funds for this project. The resources would actually come from the State and without any resources granted from the State there won't be any revenues or expenditures related to this project.

Councilor Lindsay asked, on page 10, which is the sale of River Road Reserve, what does that mean? Sale of land, is that income from properties the City already owns and would come in for that?

Finance Director Meredith stated, that is a good question. We actually had a separate project set aside for the Ramsey/Nebraska property sale to track what may come into the lands and buildings capital budget as a result of that sale. Those are, in a way, duplicate entries. Ultimately, if the sale happens it would be recorded in LB4911 which is Ramsey/Nebraska Property Sales. The little over 2 acres of land at the corner of Ramsey and Nebraska is the property still waiting to be sold to help pay down the balance of the inter-fund loan for the River Road Reserve purchase. Ultimately, when we account for it and show the loan payoff that transaction would flow financially and accounting-wise through LB4911 and the River Road Reserve project to pay off that loan through 4832. It is in a way double-counting the revenues but it is just showing where all the financial transactions would happen if that does come to pass.

Councilor Lindsay stated, I understood a little bit but I wanted to be absolutely sure it was the same thing I had talked about before. On page 11, under LB4832, the second time it appears on the list. There are five items there that say River Road Reserve under "Funding Resources". The only conclusion I could come up with listing all those different projects was that those projects were closed and the money left over from those projects was being transferred into 4832. Is that correct?

Finance Director Meredith stated, these are resources by the various years by project number. Since the River Road Reserve project LB4832 has a number of different restricted resources or general fund resources this is just showing you where all the different resources are coming from and going to. In this case and as has been in recent years a general fund allocation in a couple of different ways, some loan proceeds, and also some revenue from the potential sale of property. That just signifies all the different revenue sources that particular project has had and may have in the next budget period.

Councilor Lindsay stated, I was close. Page 139, LB0000 – General Land and Buildings Projects Fund – what does all this mean? It is somewhat confusing in a way and I would like to get a clarification for myself and the other individual who worked with me on it.

Finance Director Meredith stated, this is a great question and it would also be a good warm-up before our Public Works presentations on Thursday night since Public Works will be presenting both operating and capital that night. In LB there is LB000 and in the Transportation capital program there is TR0000. When we close a project out if it has some extra resources it goes back into that 000 project. It is the contingency we keep within the capital program. In the LB project this particular fund represents the amount of general fund available in the LB contingency so this is discretionary resources in the capital fund that can be used if there is a project change order or a need that comes up throughout the year. This is the contingency available in the capital program. If you go down to the second to last row on the bottom of page 139 you will see the ending balance by year. For fiscal 2016, at the end of year if everything comes to pass in the next budget year compared to expectations, we have a contingency in that fund of \$288,000. If a project comes up throughout the year that needs additional resources or a new project that is a high-priority for it to be used for general funds we could use that as the contingency for our capital construction budget. In all the different major capital funds, such as

TR-transportation, SE-wastewater, WA-water, we keep a small contingency in each for needs that come up in the capital budget throughout the year. Generally that contingency amount for each of those major systems is \$100,000-\$300,000. Compared to the total budget of those it is a relatively small dollar amount. We don't keep as much of a contingency in there as we do in the operating fund for emergencies and other needs, but there is a small amount we keep for change orders and unexpected needs throughout the year. In this case, the LB effectively has a contingency of \$288,000 budgeted for the next year.

Councilor Lindsay stated, one other question on that. At the bottom there is a line called "Debt Service for FY 2016" for \$1, 460,000. What is that for?

Finance Director Meredith stated, that is the current balance of the inter-fund loan between the lands and buildings capital fund and the general fund. That is the amount of loan that is outstanding today for the River Road Reserve property.

Councilor Lindsay stated, I have a couple more. On page 179, this is the Park Trails and there is mention of the mountain bike park. Along with that on page 190 is another item that mentions the mountain bike park. On that one it is a future expenditure of \$250,000. My understanding is that mountain bike park project has been abandoned. Why is the \$250,000 in there and what is it for?

PCD Director Glover stated, I'll start the conversation on that. Back on page 190, under "Resources" you'll see in fiscal year 2016 \$35,000 in transient room tax was moved to LB6227. Because we don't have a design on that project yet we are putting that on hold. We are anticipating the total project would cost \$250,000 but we are not ready to proceed on that yet. We may do some minor trail improvements so that is why it was lumped into that previous account that you asked for. We are not moving ahead on the full program for a mountain bike park at this time.

Councilor Lindsay stated, thank you. Then, the last item I have is there was some talk, I don't remember exactly when, of establishing an alternate emergency center at the Hillcrest Fire Station. There was some talk about the communication connection between this complex and the Hillcrest Station. What is the status of that discussion? Also, I learned this morning that the dark fiber I talked about at some point is still dark as far as this individual knows. That is fiber-

optic up and down 6<sup>th</sup> Street that can easily be connected in to. I'm not sure who the owner is, I think it is Hunter, but I'm not really sure.

Finance Director Meredith stated, I'll address this one briefly and I'll let our City Manager weigh in if necessary on the IT front or we can get some more information and bring it back to you. This question is actually a really good one that illustrates how the City's strategic plan and Council's goal setting session flows right into the budget process. We had a list of priorities, some higher than others, and we use the Council scoring process to determine what the highest priority is for the limited amount of resources the City has to go toward capital projects this year. We were originally thinking of coupling the redundant disk backup system, which is described in the memo in front of you, with the dark fiber connection between City Hall and Hillcrest Public Safety station. In the end the cost of putting in the dark fiber was significant and there just weren't enough resources to go around the highest priority capital projects to be able to do that this year. We thought the redundant disk backup part was a higher priority for risk purposes than the dark fiber connection between the two. That site is used for the backup PSAP – Public Safety Answering Point. If something ever happened in our call center over in the County Courthouse that site would be our backup site. It has already been used a couple times for that purpose, for example, when major projects are being built over in our dispatch center in the County Courthouse. We haven't scrapped that but the resources are not yet available to put to that unless we allocate them another way.

Councilor Lindsay stated, thank you very much that is my list of questions.

Chair Brandes stated, tonight's next objective is Public Safety.

## **II. Public Safety Department Budget Presentations**

Public Safety Director Chief Landis stated, Mr. Chair, Budget Committee Members, and City Council this evening I'll be presenting the proposed fiscal year 2016 and projected fiscal year 2017 budget. For the agenda we will be covering the department organization, budget summary, Fire, Police, and 911 Communications for which Public Safety consists of, agency overview, crisis support services and sobering center included in that, future challenges, and a summary.

I will cover what the priorities were at this year's Council goal setting. Support the sobering center and explore police station options, which was talked about on the first night of the budget committee with the LB project. That is not necessarily to build a new police station it is that we're locked into a lease and perhaps in the future if we were to find another site that we could own we can get ourselves out of paying for something year in year out where we might be able to own for the money. Expand the use of video cameras - several years ago we started with video cameras around town. I can tell you those have been very successful in solving a lot of crimes. We will talk a little bit about that as I get to that slide. Add a 911 call taker funded by the 911 agency - if 911 and their budget is approved to add that call taker that funding would come from that agency to assist with our demand. Expand the use of body-worn cameras – if we watch the national news it's pretty apparent what needs to happen in policing. I'm fortunate to say a couple years ago our department started adding body-worn cameras to police officers. Many years ago they were added to the cars. The body-worn cameras have been something that is going to help us keep public trust where other communities are now trying to earn back that public trust. Increase proactive time for police through technology - I don't think it's a mystery in pretty much all walks of life today but policing is no different, and fire and 911 communications. We have to have technology to support what it is we do. Add a drug sniffing canine - which we have done. We actually got that from the pound and we had donations that helped us pay for the training so with some minimal ongoing annual cost for vet services that is a positive program for us. As you remember in 2014 City Council initiated a PAVE audit and consulted with the company ICMA. Out of that audit recommendations came to add a sergeant plus two officers to establish a new unit. In 2013 when we saw nuisance crimes start to really envelope our community we created a nuisance intervention team. The only problem with that team was it was relied upon overtime to help fund those officers away from their normal duties. When ICMA did their audit they found we were at least 10 officers behind the curve to handle the call demand. Three of those positions within that 10 were to establish this unit which would help us do the same thing without having to use overtime to complete those tasks. Additionally it was to add two dispatchers to address staffing. As I get to the dispatching slide it will become clearly apparent to all of you that my dispatch center is very busy and the demands on them and we are not able to keep up on staffing appropriately. Two positions would be out of there. There are the 911 call takers I spoke of previously. Firewise - this is the fourth year we're pursuing a Firewise grant. It's a program started four years ago where we looked at our wildland interface and determined that, similar to what happened in Ashland, we were a little bit

remiss in our urban wildland interface. This is a prevention program known as Firewise and we've done a lot of successful things and hope to continue that through grant funding.

For those that aren't familiar, the Public Safety concept began in the 1980s in Grants Pass. One chief, one administration, and three departments - Police Services, Fire Rescue Services, and Dispatch 911 along with the Records Division. Service-level commitment - maintain current levels of fire rescue and medical response, prevention inspections, fire code enforcement, plans review, and of course Firewise. Provide full-service law enforcement patrol, criminal investigations, and our narcotics task force participation. Crime prevention programs - explore Lexipol as a replacement for CALEA accreditation. Currently in law enforcement we are in our 20<sup>th</sup> year of successful accreditation through CALEA. Lexipol has been something that has been developed over the years and now is starting to compete with CALEA. We think there are some cost savings there and some efficiency to be gained by becoming a Lexipol agency. Continue the use of intelligence-led policing to reduce crime and improve efficiency. I will show you another slide about what that has done for us. Combined with jail space, it has really driven down crime.

In the 90s, 25 years ago when I started my career, but in 1999 as a capture, this is the city of Grants Pass, about 4.5 square miles. Not much south of the river, we didn't have anything out Rogue River Highway or in the Redwood area, and then we started to annex. This is where the cherry stem started where we would actually drive past county properties and out into the city patches. There we were then and there we are now. Those are the demands on Public Safety Services and what we try to basically respond to and be responsible to. I will share with you that in one of those annex years one property owner in the Rogue River Highway area had several hundred calls for service the prior year by the Sheriff's Department. They were then annexed into the city. You can see how overnight we grew exponentially with the call demand. I always think this is an interesting slide to show what Public Safety Services can do, that combined administration, you can see populations at the top, similar cities, and what they staff with as far as administration with Police and Fire services. Every year we update that and look at that just to see where we rank.

Executive Summary - we are adding two police officers including benefits, one sergeant/supervisor for the new unit, two dispatchers, one dispatch call taker, my sobering center proposed contribution and I will talk more about that in further slides, one additional



patrol car for the unit, and that comes out to \$716,000. On the revenue side, which I don't show with those annexed properties that happened this year, with the annexation there is a net gain in revenue of about \$400,000 coming in from previous years so that will help. There is my FY 2015 adopted. Here is my recommended budget for 2016 and that change overall for Public Safety is a 5.13% increase. If we excluded the added positions and were just looking at the budget year-to-year to see what happened it is a 2.19% increase without adding any positions. Overall, personnel increase - \$761,000 and again, that was 6 positions, one of those funded by the 911 agency. All other expenses - admin, IT fees, which is 10% of the budget. There is the projected for 2017. As we break down the different divisions within Public Safety you can see the personnel additions from 2015 to 2016 with Police and also in Support where there is three additional personnel added. Last year we went up 0.77% and no new positions were added. This year we are recommending a 5.13% increase with the new positions and then 1.32% with no additional positions just with projected increases.

Police Operations - uniformed patrol, community service officers who also include code enforcement, criminal investigations where we do major crimes, and our drug task force. I will say with the decrease in law enforcement in the County our major crime tasking and workload has increased quite a bit as you can imagine. Not having additional bodies and resources that used to help us assist with those investigations has created quite a burden on handling big investigations. Even if OSP is handling some of those investigations out in the County our major crime teams also get pulled into that because we are still part of the major crime team. They still assist us in the city as well. It is quite a drain there. Records Division - specially programmed school resource officer - that program was started in 1992 and I can tell you it's been very successful. The school district actually funds  $\frac{3}{4}$  of the position for the SRO so that in the summertime we gain them back to assist with patrol functions and they pay for the salaries while they work with the school district during the school year. Our drug recognition expert program - as you can imagine with the increases in heroin and driving under the influence of drugs, not just alcohol, we need those folks. Accreditation - as I spoke of. SWAT and negotiations - hopefully we don't have to talk about them very often are very much but it is that little frequency high risk thing that you hope you never need but you certainly better train and have the things when you do need them. Crime prevention - I can't say enough about. Lesley Donaghy, my crime prevention officer, is a wonderful crime prevention officer and works very closely with our community. She solves a lot of problems rather than just having law enforcement keep going to different houses in different locations. Our traffic team - which came

out of the 2007 strategic plan and was added in 2009 with two patrol officers assigned to that traffic team. Our canines - we have two canines working night on our graveyard shifts and now our drug dog has been added. Lastly, our N.I.T. unit. This is the personnel cost and overall Police Operations cost embedded in just the Police Division for this year. I believe it was 2013 was the first year but the Budget Committee and Council directed us to separate out the Public Safety budget so you could see a true costing of what Police was costing us and Fire and 911 so these slides are to help capture those. You can see overall the difference is an additional \$421,000. Most of that in personnel services which will be added positions for Police.

Intelligence-led policing and hotspots - at the end of 2013 with the newly rented jail beds and a lot of problems in Grants Pass that began in 2012 when cuts to the County included releasing inmates and lack of patrols we started to see a lot of problems in the city and I think all of you are aware. One of the things we learned was just putting officers in boxes to patrol the city wasn't working. From an intelligence-led policing and hotspot standpoint we started to look at the areas where there were problems. These are just some of the examples as you can see in the photos. What we learned is behavior is not as random as we think and if we rely on data concerning crime patterns that allows for more effective policing, crime reductions, and crime deterrence while using fewer resources. The last thing I want to do is come in here and keep saying we need to add more cops because our call volume is going up if there is a smarter way that we can do this and that is what intelligence-led policing is. The example of the Towne Center was certainly on everybody's mind when things weren't going very well. Again, we created the nuisance intervention team to try to address that. What happened with intelligence led policing combined with jail beds? In 2014 there were jail beds and you had a different way of policing the community. Amazingly, assaults were 10.15% from 13 but if you start looking back to 2012 you can see drastic changes. Burglaries - 602 in 2012 down to 393 in 2014. Disorderly conduct - about the same. Homicides - hopefully no change there. Rape, robbery is down significantly almost a 50% as reduction from 2012. Stolen vehicles are down. Thefts – which are related to our drug crimes, unfortunately not much of a change but still something. These are some of the hotspots and the impacts we've had on addressing areas of concern within the community. Places such as the boat park, the 5<sup>th</sup> Street overlook, Foundry and G, Blossom and Highland, and so on down the list. Some of those anymore I use the 1400 block, where a specific residence is, I don't want to list them, but we actually were successful with crime prevention and addressing those issues with different residences.

The dedicated traffic team began in June 2012. Two officers were assigned and their equipment. Their targeted enforcement is DUIs, speed, seatbelts, red lights, pedestrians, and cell phones. Pedestrians got a lot of attention when we were doing some of the operations. We now do one just before school lets out and we do another one when school starts in the fall just to help with traffic safety certainly with juveniles. I'm often asked how many citations are written and whether it is a revenue generator. Every year we look at our traffic stops – 4,488 and 63% of those were warnings 37% were cites. We don't have a directed philosophy on writing citations, but we try to make sure we use it as an educational program more than just trying to issue citations. On the left you can see our traffic stops. Even with our traffic team – 2012, 2013, and 2014 - as I started to redirect resources away from proactive time with those on patrol to start addressing hotspot policing, be on foot in the downtown, and take on all of those hotspots that I'm mentioning and talking about we started to do less traffic stops. The traffic team was still busy but all the officers with proactive time were now basically out on foot or addressing those hotspots. If you look at traffic crashes you start to see what happens. Our priorities have changed and so when we start to address the nuisance issues and some of the crime areas we're not doing as many traffic stops. Therefore you start seeing an increase in traffic crashes. Again, there is our crime prevention officer, school resource officer, and one of the things I'm proudest of is our volunteers, our auxiliary. If you go to Concerts in the Park or you're in the downtown you certainly see people in those gray uniforms walking about. They have radios and they are an extra set of eyes and ears for us. Last year (inaudible) hours basically put in to help Public Safety. I do want to say something else to about our chaplains. Our chaplains are there for death notifications, they support our police, fire and dispatchers, and they put in a lot of time at all hours of the night to assist us with things that are sometimes not so fun for us to have to do. Community Service Officers - many years ago one of the chiefs thought it was just not financially smart to keep hiring more cops to do some of the things that he felt like non-sworn people could do so our Community Service Officer program was born. We have full and part-time CSOs. They support Police and Fire activities by assisting us at crash scenes. Instead of having two police officers go to handle a crash I can have one police officer who may have to issue a citation and the Community Service Officer there to help with the paperwork and traffic control and other things. They assist with graffiti cases, traffic control, etc. They enforce parking violations, skateboarders on the sidewalk, and one of the biggest issues as I show you their time commitment is code related complaints, the City's code violations. Of those, 1138 incidents handled by them were violations of City ordinance so that is where they spend the majority of their time. Special events in Grants Pass is one of the things

that makes us very unique and very attractive to people. The only downside for us is the demands on Public Safety to make sure those go off without a hitch, safely. Those are just some of the events that we have. Our Rogue Area Drug Enforcement Team seized over 800 live marijuana plants and 14 of those were indoor/outdoor growth sites with over 950 pounds of bulk dried marijuana. You will probably start to see those numbers coming down if we are not aware of what's happening with ballot measure 91. The most interesting one on these statistics is heroin at 3.1 pounds. I can tell you a year ago we seized about a third of that amount. For Grants Pass to have three pounds of heroin being seized is a statement of what's going on in our community and probably why when we're talking about property crime, property crime is through the roof. Our evidence - 34,444 items, of that we take in about 7000-8000 new items per year so our property and evidence storage is a very busy place and is very minimally staffed. If you read the papers you saw where we tried to get creative a few years ago with some retirees assisting, but I don't think that worked out the way we were planning.

Support Services – encompasses 911 Communications and our Records Division. There is our executive summary there. Their increase is essentially those three positions, one of those, again, funded by the 911 agency. Under contractual professional indirect charges the \$30,000 is going to be the admin IT. Overall a \$340,000 increase. This is little known and not talked about much but our 911 call center takes about 1000 calls a week in the dispatch center. Each one of those has a liability price tag of at least \$1 million if not dispatched properly, if not received properly. Non-emergency lines 40,745 for a total of 97,000 in a year. It is an inter-agency dispatch center. We contract that and it includes 911 call taking, 911 agency manager, specialty programs and assignments, S.W.A.T. negotiations scribes they also participate and assist us with, and fire accountability team on a fire scene. Our user agencies – Josephine County 911 answering point is what we are. We contract that so that Grants Pass oversees that contract. We dispatch for our own department and then the fire districts include Grants Pass Fire Rescue, Rural Metro, Illinois Valley, Wolf Creek, Williams, the Oregon Department of Forestry part-time usually in fire season, and AMR our local ambulance service. Public Safety Records Division – staff with 6.5 FTE employees, handles daily incoming calls, we are pretty unique around the state, it is not very common to have a Records Division do call taking tasks as well. One of the things is instead of hiring more dispatchers which have a higher wage you can see that basically incoming calls of 53,000 of which 14,300 reports were taken on. Rather than funnel those back into a dispatch center where we would have to hire more dispatchers we

use the Records Division who has other tasks and can do both things. It is a very cost efficient way to handle that.

Fire Operations – we have three stations. As we grew those 2 new stations were built and opened in 2009. We use career firefighters and student firefighters. ICMA was very impressed with how the Fire Division was run, the combining of those two which isn't always received in the fire service. Fire prevention – I can tell you that ICMA's report said that you need to look at spending most of your money in prevention programs. Reactive fire suppression is not the way to go. We need to really invest in fire prevention. That is where Firewise comes in. Our fire prevention folks are busy with public education, fire investigations after the fact, building plan reviews, fire code enforcement, etc. They also participate in our S.W.A.T team so two of our firefighters are basically our S.W.A.T. medics. They are trained to a different level and assist with S.W.A.T. operations. They also train on technical rescue. Our new CPR Anytime program which was actually initiated by a firefighter to teach middle school students who then can teach family members how to use and administer CPR. Also, Firewise and again, our student firefighter program. Here is the executive summary for Fire. No new positions. An increase in personnel services of \$169,000. Some decreases. Overall gain of \$171,389 for 2016. Calls for service at 4,259 in 2014 and I will tell you those are combined. We do have automatic aid with Rural Metro which is a private fire entity in the county. That allows us to staff differently and to have more engines and more apparatus than we would have if we had to pay for those solely. Most fire agencies do have neighboring agencies they can rely on. ICMA said it was very unique to see a public/private partnership such as this and that we are very fortunate to have that. Our goal for inspections on the right is usually about 1200 so we exceeded that at 1408. There are your calls for service, down at the bottom, as we opened the new stations the goal was to make sure we could stay within the 5 minute response times. The new stations have helped keep us within those response times. Talking about Firewise again (inaudible) critical improvements in community safety, those grass lots and other things that were around us, grant funded again, target is high-risk neighborhoods and enhances ability of resources to fight fire and definitely increases firefighter and community safety. There is the productivity for Firewise in 2014.

Our crisis support services contract – we've been partnered with them for many years. Women's crisis support is a very valuable resource for us and the community. They show up at scenes to help law enforcement when sometimes victims don't want to necessarily talk to law

enforcement. They provide shelter for victims and children which is a nice thing for any community. Their contract with us has a built in COLA each year. Sobering center – three years ago there was a vision by some of us in the community to try and start something, that didn't have to bring people into the jail, that could get people some help when they were down and out, and too intoxicated to walk, or under the influence of drugs. In 2013 a board was formed, achieved 501c3 status, site plan approval was received in March 2014, partnerships made to fund the project, and plans have been completed. They have partnered with Asante and some of the coordinated care organizations and other private donors to get where they are today. Building permits are going to be pulled this month. Legislative changes are coming and in fact I spent the afternoon on a conference call with the rules committee who is still working on some of the proposed legislative changes. The words sobering center didn't exist as we started down this path and so fortunately with the help of Representative Stark and Representative Wilson and Representative Hicks before he left office legislation was proposed that will help us get some liability protection and make this a reality. We are getting very close to having that happen. One of the things I'm really excited about is I believe the potential capital to construct it is in the works and I believe we are going to hear some good news hopefully about that. It is a long way we've come in three years but it is going to be a reality here very soon. There is the proposed site on the left, currently a recycling center on Foundry. On the right is the architect's enhanced version if it is completed.

Efficiency measures for all of Public Safety – focused policing versus just putting more cops in the box, partnerships with the sobering center, using community service officers instead of fully sworn officers, student firefighter program begun in 1996 to keep costs down, police reserves wavering between 5-10 in the program because usually we hire good quality there and they don't last that long. Hopefully we get a chance to hire them before somebody else does. Fleet – looking at continued cost efficiencies as you start to see some of the Tahoes popping up around town. We will get 6 years out of those versus the 3-4 out of the Dodge Chargers. Hopefully, that will help us with costs. The other thing it does is worker's comp claims were going up as officers who carry an extra 25-30 pounds of gear in a low profile car go to pivot off that knee. We started to see that increasing and so through our risk management it was recommended that the higher profile vehicles would also help us save in that area. Quality assurance and customer service improvements - listening to the community, hearing what people want and expect, and then trying to figure out how to deliver that.

Future challenges – retirements and recruitments, we are definitely in a time of change and it is a new breed and a new day as far as the kids walking in to look for jobs. Attracting new qualified candidates in Police, Dispatch, and Fire Rescue Divisions is a challenge. As you see what is going on in the country on the police side sometimes it is pretty tough to have that conversation right now. Recruitment numbers are down, however, quality is up. I will point out that the student firefighter and police reserve program is one of the reasons why the quality is up. We're growing that new version and they are seeing what we need and what a community expects and it is very easy to assimilate those into your department. Special events again. County Fire Services – Public Safety depends on Rural Metro. With current private companies they can be sold or suddenly file bankruptcy. They can alter service levels and policy with no public government input or oversight. Anybody with money can start their own fire department. Currently, I know, the Commissioners are planning on taking on that to help establish some levels of certification for fire service. Hopefully, that can happen soon. Criminal justice system – I know some of you read the paper and this is one of the challenges. Public safety is dependant upon the system. I often hear people say Public Safety has plenty of police officers so I don't understand the problem. Police officers can't get it done and you saw that in 2012. You have to have jails, you have to have prosecutions, you have to have a juvenile department, you need rural patrols, and you need people that can work together to help solve these problems.

Future status – going it alone or sharing resources, currently Grants Pass Public Safety protocols outside the city are: 1) we will respond to active shooter calls such as at schools or businesses and other things, 2) officer needs help call, but 3) all other calls - no. Public trust and accountability - as I mentioned around the country and I feel that here in the city of Grants Pass we have earned public trust but because you earned it doesn't mean you get to keep it. It is a daily thing you try to demonstrate to your community and try to make sure you're open to ensuring that trust continues. Intelligence-led policing combined with jail beds - that one graph it shows it all and what happens when you start applying that. Technology as I touched on. Looking and finding efficiencies to save money as well as attempting to cut costs is a priority and will continue to be expected in all aspects of the department. The cameras are really another way we don't have to actually go out and physically be somewhere necessarily when you can get on a laptop and see what is going on in a particular location. Our police officers, firefighters, and dispatchers are doing an outstanding job of dealing with extreme challenges and providing Public Safety Services as reported by ICMA in their 2014 audit report. Again, that

was independent. I didn't hire them, they didn't really want to talk to me too much. They interviewed the community and different people and came in and dissected our books and our department and came out with their report. We must remain forward-thinking to be successful and manage costs while delivering the best service our community demands. Any questions?

Chair Brandes stated, thank you. Any questions?

Councilor Hannum stated, thank you Bill for the excellent presentation. One question I have is on the overtime. I know we're never going to get away from overtime on Fire and Police but I can't find anything in the budget. Is that a percentage or a line item or do you just estimate? How are we calculating or where are we putting that?

Public Safety Director Chief Landis stated, I can refer to Jay for the specifics if he has it at a glance. I will tell you about overtime and I can dissect that further so it even looks different. In 2014 I know overtime was a consideration and something we wanted to monitor so I looked at other agencies and best practices for Public Safety because it's unique with 24 seven service delivery. Benchmarks and audits find that 6% of your overall budget is the magic number not to be exceeded with overtime to find out if you're effectively managing your overtime. Looking at Police, Fire, and across the board we were under the 6% mark. I reported those numbers to Council in 2014 and that is something I will continue to monitor and can run those numbers and report back to what that looks like. I used agencies in Oregon that have conducted those audits and what those auditors found to try to have some kind of benchmark. I can tell you we manage it but there has to be something that we use as a rule to find out how we're doing. I will say too that ICMA did look at that and did have an opinion that it was managed properly but felt manpower was one of the things that we needed to look at to assist with that.

Councilor Roler stated, thank you for the presentation. I had a few questions just looking through your paperwork here. You mentioned the importance of body cameras. What percentage of officers will wear body cameras next year or after next year compared to now?

Public Safety Director Chief Landis stated, currently what we were doing was we had cameras that had to be transferred from shift to shift and that created some problems. If you had calls happening right at shift turnover the cameras weren't being transferred. I believe we are



increasing the budget, based on Council goals, of about \$13,000 which will outfit every patrol officer with the body-worn camera to have to wear.

Councilor Roler stated, I had a couple other questions. On the revenue side, on page 126, there were big drops under revenue under "Public Safety Fees" and "District Court Fines" and I was wondering where this came from? Public Safety fees when from \$232,000 to \$40,000 and district court fines go from \$195,000 to \$126,000.

Public Safety Director Chief Landis stated, part of that, I believe, is going to be our citations which we talked about with traffic as we've decreased traffic stops and that revenue. The other was tow fees where we quit being able to tow vehicles. We had some fees and fines collected when people came to pick up their vehicle. The legislature changed the issue about towing suspended drivers and so revenue changed by about \$40,000 we lost from year to year with that change and those admin fees that were collected. Perhaps Jay can weigh in on some of the other ones.

Finance Director Meredith stated, on the revenue side part of what we're seeing in terms of lower revenues on some of those smaller miscellaneous revenue sources that Public Safety gets such as when a citation is written. The City does get a share of that even though it goes through the State circuit court system. You saw the Chief's slide where traffic stops are down significantly because the officers are focusing on different things there are less tickets so there is slightly less revenue sharing from citations there. We based next year's projections on about what we are receiving per month and per quarter this year and so that is about what we are receiving currently so we're little under in that area. Public safety is primarily funded by property taxes. The annexation of that was approved by voters last November and it ended up providing a boost to total property taxes, in areas that we were essentially already serving, by about 3.5%-4% just from the annexation. That is the biggest revenue source and that is how Public Safety's budget is still as well balanced this year as in previous years. The other change you see as a result of annexation is some of the other revenue sources such as the service and annexation fees that we had previously received from folks who develop in the urban growth boundary but were not yet officially part of the city. That went down substantially but now they are paying the exact same amounts through property taxes rather than through a service and annexation fee that is calculated the same way. Those are some of the nuances to this year's revenue structure for Public Safety.

Councilor Roler stated, I have just one more. You brought up the fact of the thefts from the evidence room. It sounded as if the only reason there was an audit was because you took over from Joe Henner and that it wasn't an annual thing. Are you changing your procedure on keeping track of the evidence room?

Public Safety Director Chief Landis stated, we have audits in place and they are quarterly audits. What had happened in this instance was firearms were moved and the decision was being made as to whether or not to auction off some of those firearms that had some value to help with budget issues. The person was actually brought in to help with that evaluation. When I took over we do cause that audit to be done additionally but those guns were believed to be in another place. I don't think that can happen again and I believe we do have policies and procedures in place to protect it. The anomaly was we took some thing and put it somewhere to start looking at evaluation and the person we put in charge of that was the one who betrayed that trust.

Councilor Hannum asked, with the upcoming new change in the law at the end of June that we are to be facing were you able to put anything in your budget to handle some of the problems that we are going to probably have once that goes into effect?

Public Safety Director Chief Landis stated, right now it's like trying to stick Jell-O to the wall. I'm trying to figure out what problems to anticipate as are other peers of mine who I have ongoing discussions with. I've asked legislators and they keep resetting the clock trying to get through this. I can tell you I don't really feel like they are much closer than they were a few months ago as we all try to figure out how we are going to be impacted. It is very difficult for someone like me or any other chief or sheriff to anticipate what to try to budget or plan for.

Councilor Riker stated, thank you for the good presentation. One thing that concerns me about new hires is the process they go through, the initial training, and then they to the academy and so forth. By the time they get on the street it could be up to two years when they have their full certification and have gone through all the tests. Is that about true?

Public Safety Director Chief Landis stated, at times we've looked at the actual recruitment start date from when we start recruiting to when we bring them on and we are probably looking at

about an 18 month window. We do gain them to the street but when we're talking about someone who we fully give the keys to the city over to maybe two years where we're more comfortable but at 18 months they can assume that.

Councilor Riker stated, is my understanding also that when people go through those different phases some make decisions and decide police work is not for them and also there are other tests they have to go through and sometimes they'd don't manage to get through those tests. Is it possible to have funding or hiring with the anticipation that you will have a certain dropout rate so you're not always running at a deficit?

Public Safety Director Chief Landis stated, I would like to say so. My experience has shown we are dependent upon the economy sometimes. When the economy is not so good I see a wealth of candidates coming through the door with all kinds of experiences. When the economy starts to change people think twice about wanting to get into some of the lines of work we are talking about. The commitment also is different. When I talked about the new generation of hires it's interesting to find those who aren't interested in shift work, nights, holidays, weekends, impacts to families, etc. and start to rethink that as we start to bring them through the training and what that actually means. I don't really know how we plan for that. I will say our Human Resources Department does an excellent job of working with us and continuing to reevaluate so we can make sure we are continuing to improve and look at all the things we can do to gain them without losses.

Councilor Riker stated, one more question. One thing I would like to see for the Budget Committee to consider for future years is when you have that 10% that is there. Sometimes it can be looked at as a deep hole. Would we want to consider in the future a generalization tracking of that money to see where it goes? Realizing some goes to HR some goes to IT and so forth, but to know actually how much of that money where it goes and what it's used for? It might also help us in future budgets if that is something we would like to do in the future.

Councilor Morgan stated, I think we get that Rick. Where each budget has the administrative fee when we get a presentation from the city manager on Administrative Services it gives us the breakdown of HR and IT and all those other things. Where we have the expense on each individual department we are going to see the resource for Admin Services and we will see

those expenses lined out. I think we do actually see those numbers. The city manager could correct me if I'm wrong but I think we do get those presentations.

Committee Member Simpson stated, having been here for a few years I'm quite aware of the fact that Public Safety tends to be very conservative in their personnel requests. I'm known for asking this question every year. Are you comfortable with the addition of the officers that you've requested this year? How do you feel in terms of meeting the goal of Public Safety with numbers that you have?

Public Safety Director Chief Landis stated, that is a great question. I can tell you I'm very mindful of the fiscal challenges facing us especially as you go through the budget process. At the same time trying to ensure safety of those that are employed with the City and then also being able to answer the call for the community that has the demands is a slippery slope sometimes to figure out what that looks like and where I should land. I'm hoping with looking at what ICMA said and with continuing to analyze our data that I've brought forward something I think it is closer. I am hoping next year with data to be able to tell you exactly where we're at in relation to that. I really think intelligence led policing is going to help with the demands which may change that 10 number we were looking at when ICMA did their study. Maybe it is somewhat less and of course data will help us analyze that but that is a great question.

Committee Member Simpson stated, I have one more question and it's about the elephant in the room which is the Public Safety levy and obviously jail beds. What is going to happen if that goes down? I guess the City Council will have to deal with that. It seems since we've bought jail beds a lot of our problems have subsided to a certain extent. If the Public Safety levy goes down what is your thinking?

Public Safety Director Chief Landis stated, the good news is I get to show up for work on May 20<sup>th</sup> the bad news is I may have a lot more work on May 20<sup>th</sup> than I had on May 19<sup>th</sup>. I think criminal justice research speaks for itself. The City has run its own research even if it was inadvertent and not intended to see what happens before and what happens after to be able to draw conclusions from that. Any chief would be foolish to say they just need police officers and they don't need the rest of the system. We certainly need the system to be successful. Again, I get to show up on May 20<sup>th</sup> and figure out what the daily tasks are going to be.

Councilor Morgan stated, the ICMA reports mentioned there was a couple things with detectives and a need for having more moved toward detectives and higher numbers. I also know there was discussion of trying to have a better tracking system as far as the documentation to really see a case through and see how much work goes in that. Is there anything specifically we can do to assist in those areas at this time to try to help? It could potentially help with some of the overtime issues with as much call-outs the detectives have. Also, technologically is there anything we can help be supportive of to help track that in a better way or give you the resources so the checking can be done? If I remember correctly we just approved a different analyst position that can help with that, but I didn't know if there was anything more specifically we need to try to be less conservative than Mr. Simpson was talking about.

Public Safety Director Chief Landis stated, while ICMA was doing their audit and actually pointing out things, even before the report came out, there were things that had no costing associated that we were able to implement and make changes. Certainly our investigative tracking was one of those things. We have put the tracking into place and that data and information will help us better analyze where we are at with investigations as far as manpower demands. Again, if we we're static it's probably easier to monitor year-to-year where we are at and how we are doing. When taskforces go away because departments don't have members participating anymore your workload goes up. When you're looking at numbers you have to remember what was happening in this year when you compare it to the next year because sometimes those things impact us. I do believe we put those things in place. I believe some of the recommendations based on what they couldn't see we have found a better alternative. Hopefully in workshops I will be bringing some of those things forward as we talk more about the PAVE audit.

Councilor DeHoog stated, I think this is a really strong presentation. I am feeling for you because you are at an interesting spot. You have a budget drawn up where you have been forced to operate and either way I don't know how much this budget helps or hurts you. Let's say the safety levy passes. How do you change up what you have been doing to accomplish for a new regime and you've been hamstrung so long? If it goes through you are going to have to reallocate your capital to how they are going to operate at some point down the road? You can't be really efficient, right? Well, you can be, but you're going to have to make some quick decisions on how that is going to look with how the County postures its resources. I don't know where it's going to go. If it fails then we are stuck in maybe retrofitting this budget and renting

more jail beds. I would assume in the back of your head you have plan A and plan C or contingency plan W again. I'm feeling for you because I'm assuming you have worked through two different operating postures based on the outcome of what's before the voters. What I'm excited about is you are talking about efficiency. You have your eye on the ball. It is the details between being absolutely great at what you do and being mediocre. That is just a thought process I went through with your presentation. I don't know exactly how to posture yourself in those situations.

Public Safety Director Chief Landis stated, we are definitely on the same page there. Instead of having three departments as you said I'm looking at a lot of what-ifs and trying to plan for the what-ifs knowing there are a lot of those on the board. I will say this, and I don't say it enough, we do have great men and women. My job in some ways is somewhat easy. I have great people and those are who I'm most concerned with how they're able to go out there and serve the community and do the job. We do have plans and contingencies we've been working on. Hopefully if it passes the Sheriff and juvenile on the things it is supposed to fund on July 1<sup>st</sup> it will still be a good 12 months and you heard me say 18 months to bring somebody so you will have a curve there. By next year with whatever it is we have we will be in a better spot to evaluate, much like tonight, how we've been doing and what we've been doing and where we go from there. There will still be a little ramping up period there.

Councilor Morgan stated, one thing for the Budget Committee members is staff responds to the direction of the Council that we provide to the city manager and we have not given direction yet on what happens after the budget. This is our plan. What they're presenting is the direction we've given up to this point and our plan from our goals and our strategic planning. We don't have an alternative plan in place where we've said this is for sure what route we're going. Obviously, we have to plan for anything but this is the direction the Council has given and we have not given any other direction at this point.

Councilor Lindsay stated, thank you Bill, two things. One is, in terms of transparency, I know the City levy and the property tax all go to Public Safety. From a transparency point I can't see anywhere in the documentation I have, and I have searched pretty thoroughly, there is a line item of regular property tax and the levy. It seems to be all lumped into one figure. Am I correct?

Finance Director Meredith stated, if you look at the line item budget it is all in one figure but we do track how much we get for the current year levy versus past due taxes from previous years. We do have financial policy in place I believe was approved by the City Council and number of years ago when an accounting regulation came forward that says the restricted resources...well, first of all, backing up, a levy has to be used for the purpose by which was stated in the ballot measure. That is (inaudible) State's property tax levy rules. We put it into the Public Safety budget because that is what the levy was for and we do have a financial policy that says restricted resources are used before any general or non-restricted resources. Public safety's resources which support the department are restricted and then there's a small amount of general fund then Public Safety always uses. When we tally up the numbers at the end of the year, so to speak, all those restricted resources are used first and then the general resources would be used after that. If there ever is a year, and there have been a couple a few years ago, where property taxes and other dedicated revenues for Public Safety were slightly above the total expenditures for the year. In that case we set up an account to carry forward those restricted resources and Public Safety has been using that account ever since. We do track that on an annual basis. You don't necessarily see it in your budget book but behind-the-scenes there is actually a fund of restricted resources just for Public Safety. It isn't a significant dollar amount, well, it is a significant dollar amount and it makes up part of that ending fund balance for the general fund. Public safety is about 75% of the general fund. A small portion of that ending fund balance for the general fund is due to some carryover Public Safety has had in recent years. You have to use the resources for a specific purpose but it doesn't say you have to use them all in one given fiscal year.

Councilor Lindsay stated, this is more of a generalized overview type of question. The annexation which occurred this year brought a significant amount of additional revenue in for Public Safety because it was devoted to Public Safety. Thinking in my head it seems the pattern and the amount of growth of income is limited to a set rate. The levy, of course, could be continued but at what rate, that's another question. At the same time I see costs going up for Public Safety, we're really in it now because some general funds are being devoted to Public Safety, but at some point it's going to be where we have to do something because the amount of resources available for Public Safety is going to be diminished somewhat. I am just posing the idea now about how we are going to deal with that in the future. We're looking at an okay situation right now, it's not perfect but it's okay, but down the road a little bit things may get a little worse and so we have to think a little bit further ahead and try and realize at some point

something is going to have to be done. I don't know what it is but we can't continue on this current path ad infinitum. There is just no way as I see it.

Public Safety Director Chief Landis stated, a comment on that. Some of the questions about the conservative choice, as far as number bodies to be added in the face of what's actually been recommended, are with that concern of future budgets and future revenues. Hopefully, we won't need, perhaps, to ask for an increase to the Public Safety levy of which we really don't know what that will look like in a couple years. I certainly am mindful of that as I try to figure out with increasing costs what I need to add to try to basically somewhat keep that in check. Not just in personnel, there are other areas we look at it and make cuts in and my staff does a great job of trying to figure out what's not necessary anymore and make those cuts. That's a great point and I can tell you that is some of the concern as we try to look at how many we're going to add and what can happen in the future.

Committee Member Curry stated, thank you for your presentation. I had a quick question. I noticed in the notation here that looks as if Lexipol is somewhat in an exploratory phase at this point whether it's feasible to utilize. In my conversations I've been told it's much more efficient than the system we are using currently. Is that the case and what types of problems or issues would you run into during that transitional phase?

Public Safety Director Chief Landis stated, I think it is healthy. I have heard some of the same things and that is what prompted me to bring that to Council goal setting as an option that might save us some money and also improve efficiency. Rather than just take it at the Reader's Digest version of what I got I wanted to delve into it and then also make Council part of that decision-making because we have spent 20 years in CALEA and there is a significant investment. I want to make sure Council is mindful as it does deal with law enforcement accreditation. I want to bring them back the facts as I know them and a workshop could help with that. I'm on the same page as you but I wanted to do it with more of an academic look since we have had such a long investment in CALEA.

Councilor Morgan stated, as a side note I was looking at that as well for my agency, parole and probation. I met with a group of agency heads last week up in Salem asked about that and one of the things they said is once it's up and going it's very efficient. However, it takes a lot of work to get it up and going because you have to build in all of your policies and so there is an initial



set up that is timely and that is where the biggest cost comes in is just efficiency. Once it's in place it's more efficient so it's a matter of how long it takes it to get up and running. That was the feedback I got.

City Manager Cubic stated, last Tuesday in my budget message presentation I provided a breakdown of tax revenues between the permanent tax rate and the levy and the levy brings in around \$5 million of that \$17 million that we receive through taxes.

Committee Member Morin stated, Bill I appreciate the presentation and I only have one other question that hasn't been covered in the discussion so far. You mentioned one of the things is adding the on-person cameras, which is a great idea. I support adding technology. By adding the other cameras I'd like to understand what kind of data is involved in that as far as size. That has to be a whole lot of data and how long do you have to maintain that? Is that creating other issues as far as an IT perspective that we then have to look at as far as storage or maintenance or purging that? That has to be a whole other aspect to managing that side of policing that maybe hasn't been as huge in the past.

Public Safety Director Chief Landis stated, great question and I thought maybe you or Roy would probably bring the storage question up. Virtual storage is probably the new technology so a company that basically pairs with Axon, who has our body-worn cameras, is E.com and so virtual visual digital storage is how we are doing that to help minimize server requirements and IT maintenance and so on. Deputy Chief Hamilton who is here is our expert on that. Our greater challenge is we fell into that and some of the surrounding criminal justice agencies aren't quite up to speed with that. That is one of the problems with technology is we have done this great thing and now we have to help them be able to access E.com and show them the way. I know Deputy Chief Hamilton has spent quite a bit of time up in the courts with the DAs and folks. It's the manpower savings. Every time we don't have to burn a disc and transfer that into evidence and officers going back into storage where they're just doing it with their smart phones. It's amazing what we can do now to save time and be more efficient. That's where it's going to help with that hardware savings.

Councilor Lindsay stated, I have another question. With the implementation of the new technology the software that has been utilized has it met your expectations or is it more than or less than the initial estimate would be?

Public Safety Director Chief Landis stated, I think it's a little of both. Obviously all of us working in technology know there are drawbacks and setbacks and frustrations and certainly bugs to be worked out. I can tell you that some of it is just amazing to think that patrol officers with smart phones today are basically taking digital photos at crime scenes and uploading them to evidence without having to go anywhere and digital recordings to interview suspects and what have you. While the bugs have been several and many at times the efficiencies have far outweighed it. We are much better agency for having that technology. I don't speak enough about the video cameras we have but I can tell you of the crimes that have solved it has been amazing to see what is captured in public places that you and I would see if we were standing there but the camera happens to capture it. We have solved some pretty interesting cases including robberies and other things because of those cameras. It works.

Chair Brandes asked, are there any other questions? If not I would like to entertain a motion for tentative approval of the Public Safety budget.

#### **MOTION/VOTE**

**Committee Member Simpson moved and Councilor Morgan seconded the motion to tentatively approve the Public Safety budget as presented. The vote resulted as follows:**

**“AYES”: Councilors Morgan, Hannum, Lindsay, Riker, Roler, and Goodwin and Committee Members Brandes, DeHoog, Morin, Rall, Collins, Curry, Simpson, and Fogelquist. “NAYS”: None. Abstain: None. Absent: Councilors DeYoung and Gatlin.**

**The motion passed.**

[Recorder's Note: the Committee took a 5 minute break at this time – Chair Brandes reconvened the meeting upon their return.]

### **III. Parks & Community Development (PCD) Department Budget Presentations**

PCD Director Glover stated, good evening. For those I haven't met I'm Lora Glover with the PCD Department. I really appreciate the opportunity tonight to go over our budget. We will review a similar outline as with Public Safety - our department organization, review each different division, our departmental efficiencies, and our future challenges.

PCD Staffing - we are made up of Parks, Planning, Building, Engineering, and Business Operations support staff which includes our GIS coordinator and database, customer service personnel, and our various permit techs for Building and Engineering. Overall, we have 27.225 employees. Engineering has 5 FTEs including a proposed new engineering tech. Parks has 7 FTEs plus about 4000 hours of seasonal work. We go through a temp agency to bring folks on during the summertime. For Planning you will see a change there. We are backfilling the assistant director position that we had last year with a new senior planner so we will have 4 FTEs in the Planning Department and one part-time temp personnel that is helping with special projects such as our community development block grant that we are going through, code amendments, and various processing. In the Building Department we have to our chief building official and our building inspector and two contract inspectors that focus on plumbing and electrical. That change could be coming up this next year depending on funding where our two full-time employees may be taking on those responsibilities. In Engineering we have 5.5 FTEs with one contract engineer. Our city engineer is an outside contract through Mike Thorton. That has been working very well because we have access then to his department staff and not just Mike. We have a temporary survey tech that has come on board to help us catch up some of our back log of easement and survey documentation we need. Under PCD Management we have 8.725 FTEs with a few hours we're proposing to our part-time person that will bring that person up to 29 hours per week.

PCD Management & Support – funding comes from internal charges directed out to Planning, Engineering, Building, Parks, and actually Public Works. We provide a lot of support for Public Works through the capital projects, with various permits that are being issued, and handling the water and sewer SDCs. That is on page 292-295 in your budget book. Staffing under PCD Management includes our Business Operations supervisor, Wendy Holohan, who is sitting here by my side. Our engineering and building techs, a part-time planning assistant, GIS coordinators, and then the front staff our permit techs which is two individuals. The major change you will see in the budget for PCD Management is a difference in personnel services minus 104. We have taken the surveyor position that was formally under the PCD Management and put it back under Engineering because that is where most of those functions were happening. We were having a cross-charge over internal charges from that position and we felt it was cleaner for the budget to move that person back under Engineering. You will see an increase when we get to the Engineering side. Under contractual and professional services we are adding additional funds there to help meet our additional personnel needs especially with a

couple of the capital projects we're working on this year, we're wrapping up the deferred development agreements, advanced finance agreements, research, and the various liens we have on properties. We've had years of some outdated documents that hadn't been released so we are getting those cleaned up. We are also (inaudible) this is reflecting the \$35,000 increase in costs of permitting and GIS software. Our new inter-gov software and muni-software that is coming on board we are paying fees and I think we've done \$33,000 just for the inter-gov as proposed for fiscal 2016. Direct charges – we've had some increases and changes in our floor space for the entire department. For capital outlay we don't expect any charges on that so there is a difference of \$13,000. This was the cost of our aerial photography. We were budgeting so much each year for those projects and Wendy got us a really great deal with our provider so we actually have a year so we don't have to pay anything so we are saving a nice amount of money from that. Under contingencies there is a slight decrease because of expenses reflecting in our fiscal year GIS requirements. You will see the total budget we are down \$81,000 for this department. The majority of that is reflecting the surveyor that you are going to see now in the Engineering Department.

Engineering Services - funding is through service fees and the general fund. They get their service fees through capital and private projects. The capital projects are those that they manage for Public Works. We have the total recommended as 6.5 FTEs. This is on page 296-299 in your budget book. With Engineering we're seeing, on this chart here, an increase in projects that they are reviewing. Most of the fees that we have received for Engineering are actually under the capital projects which is in the lighter blue though we've been doing more developer projects. The fee schedule that we have under Engineering right now reflects, for example, \$100,000 project for a private is just a 5% fee where on a capital project it is a 12% fee. That is because we are more of a project manager when we're working for Engineering on the capital projects. We're much more involved in those projects, we do most of the paperwork for them, getting the bids out, processing the bids, and our guys are more involved with the jobs. With the private inspections they are just going out and doing an inspection on a private job. They are not monitoring those positions. Currently the fee schedule we are going through is not covering the full cost and so the general fund has to complete the need to that department. One of the increases that we are seeing right now, even this year, is we are up 64%. This chart is reflecting current year to date. We are anticipating a very busy year for Engineering and that is one of the reasons we are also requesting an additional engineering tech. Personnel services - this is going up reflecting the move of the surveyor over into the Engineering Department and

the additional engineering tech. We are also contracting with the temporary survey tech that is picking up some of the projects as the more projects we have the more burden placed on our city surveyor. As I mentioned the city engineer position is filled by a contract engineer. This has been very successful for us especially from a financial standpoint though it has been placing greater responsibility on my engineering supervisor because he is in the office day-to-day running the office and has to rely on the city contract engineer for input. Under direct charges there has been a decrease there and that is a reflection of the difference between adding the city surveyor under personnel but taking back the direct charges they were paying for him back to PCD Management.

Planning - we are funded mostly through the general fund and then approximately 10% through these and other potential grants. We have a total of 4 FTEs and that will be including the new senior planner that will be coming on in the first of June. Our budget pages are on page 156-161. As you can see on the chart 2015 is another very active year. So far we have received 19 site plan reviews in the first four months and that is a 9.5% increase over last year's applications. If you go back and look at 2010 it is 180% increase. I was going back and looking at personnel and I mentioned we have 4 FTEs. In 2008 we had approximately 139 applications and we had 7 employees. My staff is working very hard right now and they are very efficient. That is going to be one of the concerns we will talk about toward the end of the presentation. In addition what this chart does not reflect are the four subdivisions that are coming in to go into final plat. City Council had granted a land-use extension that expired in April so we had about four subdivisions to come in that had been hanging out there for a long time that are going through. They will be Summerfield phases 2 and 3 out in the Redwood area, Capitol Hill phase 1 up off of G Street, and the Lamont subdivision which is adjacent to Summerfield. We are seeing a lot of activity on that. Also, because of the system development charge roll-back which expires on June 30<sup>th</sup> I imagine there are a lot of building permits getting ready to come in so the Building Department and the Planning Department are pushed to stay on track to get with those. Under personnel services there is a difference there of \$21,000 less. That is part of the backfilling that we're doing with our positions right now. I was in that assistant director position and when I was promoted into the director position we decided not to fill the assistant director. We felt it was more efficient to have a senior planner come in and I would take over more of the managerial for the whole division. That person will come back in as a senior planner instead of that assistant director. We have an assistant planner that left our department and we have backfilled that with a plan tech. My goal is to have that person focus more on our code

enforcement because we are involved with Public Safety for code enforcement. She will review the building permits and do heavy front counter because we are now available nine hours during the workday where before we had a dedicated two hour window that we guaranteed we had some people available. Also through this, as we were working with the city manager on our recommended budget, we asked for additional funding in temporary staff. We have had the ability to bring on a temporary support staff person that works at a higher level but she's not a full-time employee. She's able to do some of those higher projects and so that is where you will see the increase in contractual and professional services. That \$5000 line item transfer out is the money we pay each year to code enforcement because they provide a lot of assistance with us. They do their own municipal code enforcement but they also help us with the development code enforcement. They will do some sign inspections for us or they will hand deliver letters and be that first communication with us so we provide those fees back out to them.

Building & Safety – funded by dedicated funds through their permit process. We have two FTEs, the building official and a building inspector, and two temporary contract employees as needed. This is on pages 162-165 in your budget book. On our chart here this is year to date and right now the building permits for single-family residences are currently at 95% of last year. Evaluation is down as of 4/29 but depending on the permits we are expecting to come in, some of them are going under review right now such as Winco, DHS, Red Robin, All-Care, and Starbucks. We're just not sure if they will close out in FY 2015 or FY 2016 so we will see those reflected in next year's budget. Under Building and Safety personnel there is a slight difference in the charges there. There is a minus \$6,498 and that is for our new building inspector that came in at a lower step than the previous building inspector that we lost to Medford. Otherwise their budget is fairly straightforward. They've had to dip into their contingency fund so you will see that under the difference over on the right hand side for \$140,000. Also, they had personnel reduction as a portion of the assistant director position which we have not filled is no longer being charged back to Building. They have had a little of an increase in PCD Management charges due to the software. Each division is picking up their share of that software charge. The total expenses for this division are \$533,000. The total requirements listed there include the charge for the contingencies. A good point is there is no need for a general fund contribution this year. The Building Department has asked for general funds contributions before when they were dipping too far down into their contingencies.

Parks & Maintenance - this has been a great team to work with this year. They take such beautiful care of our parks facilities and they were very strong in putting up our new showcase with the playground system at Riverside Park. They are funded 94% by the general fund and then the transient room tax and facility rents and grants makes up 6%. It's a little bit of an odd number on employees here at 6.55 and that is because some of the superintendent and one other employee are separated out to Parks and Recreation and also to Aquatics. Under personnel - existing personnel step increases are reflected in the \$20,000 range under differences. Materials and supplies - up just a little bit but it is referring to repairs in the existing house at Reinhart. Under contractual and professional - this includes an increase of \$56,000 for water and sewer. This is for Reinhart. We are in the process of changing out our pumps and our irrigation system. We talked about that last week in our capital projects. The utilities side is reflected here. Also, other general increases in security, janitorial, vehicle maintenance, and the addition of the contract for the maintenance of the Parkway Baker Park substation. All of those are being impacted and as we all know utilities are getting more expensive such as electricity. There are increases in additional cameras, data, maintenance, and extended warranties. The cameras, as Chief Landis has mentioned, have been vital for some of the activities that we've had going on in our parks. We have partnered with Public Safety to install additional cameras but then they do have their own maintenance and warranty and service contracts and data plans. Additional costs would be involved with the maintenance and janitorial and security contract for the new Tussing Park restroom and Fruitdale Park. Direct charges - the majority of that is the \$50,000 for Property Management charges. Indirect charges are included in PCD charges because we provide the support staff for Parks along with the GIS services.

Aquatics Services - this is a pretty standard budget line for us. It is 100% general fund. We have 0.35 personnel and the budget item is on pages 148 and 151. We just have some maintenance requirements on this. This is the City's property but we contract out with the YMCA and they run the swimming program and also provide the lifeguards. Personnel services has gone down just a little bit. There is \$130 change on this item with a little increase in materials and supplies and contractual and professional services with the contract that we have with the YMCA. Capital outlay is generally a standard \$9000 each year. Each spring we go back in and paint a portion of the pool so we budget at the expense instead of letting it deteriorate and then going in and having a large expense every four five years we just do it in increments.

Parks & Recreation Services – this is Recreation Northwest and we are under contract with them. They do a multitude of items for us. They make the reservations for our 13 shelters throughout the parks, they manage the River Vista wedding center, they do the reservations for banners across 6<sup>th</sup> and 7<sup>th</sup> and the Riverside Park banner, they coordinate all of our fields and user groups, they do the adult city basketball league from October through April, the youth tennis, Saturday Parkways, Movie in the Park, the canopy program, registration for typing class, and about 20 more things I won't go through. Their budget total requirements end up at a little bit of the negative. They're very good stewards of their contract. We will see a slight increase in their contract for this year. They did not have their annual COLA in their contract for couple years. We were supposed to have caught up on that last year, but I think through the transition of the director position that didn't get put into last year's budget. It was part of their contract so we are making up for that this year. We are still coming down with a negative \$834 altogether.

PCD Efficiency Measures – PCD Management under Wendy is developing and working diligently on implementing our new inter-gov software and our GIS. Under Engineering we are also continuing to contract with our city engineer and watch our capital projects. Under Planning processing and reviewing of current and long-range applications and as you can see we are in quite uptick on that right now. As I mentioned earlier we have expanded our walk-in front counter hours so we have people available 8 to 5. That can be a bit of a challenge when you only have one or one a half people sometimes covering that. My current and long-range planners are involved with other meetings or commitments or public hearings so we work pretty hard on that. We also work on cross training our support staff up front so that they can handle some of those basic questions and make sure they get to the right person. If somebody is not available I still have a tendency to go up to the counter quite a bit. Once we get on board with our new planning assistant and our senior planner we will be running a little bit better queue along that part of it. Building plan review times have been reduced and they have a big increase in contact back with property owners and applicants. They try to make sure when doing an inspection that they just don't put denied for this reason or you have something incomplete. They are calling or e-mailing back the developers and giving them the information so they have that one-on-one or at least telephone or e-mail response back and that has been a very positive application they have introduced. Our building guys are highly trained and possess many certifications. I asked them today to give me a list of their certifications and I thought I would just give you a few and each gave me a list of more than 20 certifications they have. It's amazing the range of information these guys are proficient in. Parks would like to continue to



contract with Recreation Northwest and the YMCA. Again we also have contracts with our security and our janitorial and we also have contracts with Boatnik and special events so we have a lot of activities (inaudible). Also, there is reduced facility down-time and staff time through efficiencies. They're very good with how they work that. One of the items with our irrigation is we are going to be waiting until the end of the summer season or early fall before we go in and start dismantling that so we don't impact our playing fields and the other people that use it so much.

Future Challenges - what I find exciting about this department besides the curb, gutter, and sidewalk we put in on different projects is the variety of things that we do. We really reach out and work with the community and even support Public Safety through their code enforcement. It's a really interesting job to do. Along with all these other tasks we're working on there are a lot of those items we talked about last week in our capital projects that fall under PCD. We have the Allen Creek Trail/Ramsey project, we do the tree refund program, code and planned updates, the school and park trail projects, the Allen Creek Park sports complex that we're going to be working on which will be a very community involved application, and then the one I'm really thrilled about is the new community development block grant program. This can bring some additional funding in to help different programs that could support the sobering center or housing assistance if we need it or back to school programs for kids. There is a wide variety of things we can do. Again, back to our challenges, it will be personnel and keeping pace with our development and activities that we are seen. Also with personnel you have office space problems at times. We have multiple shared offices with two or three people in there which is not always conducive if you're trying to talk to someone on the phone or get them through. We are working through that sometimes with dividers. We continually strive to train and keep up with best practices. I think our building officials are the best at that. We didn't have a huge budget line item this year but we are always replacing deteriorating vehicles, equipment, and tools. That is not fun money but that is money that we have to plan for. Also, our software replacement has been a very time-consuming and expensive project and it takes time for data conversion. I'm working with the other departments in getting that program up to go. I just want to leave you with this - although we don't have any K-9 officers or a rescue dog one of the PCD family members is a rescue goat. If you have any questions I'll take those now.

Chair Brandes asked, are there any questions for Lora?

Unknown Speaker stated, under your Support Services Parks and Community Development you had a bunch of abbreviations. I looked up DDA and discovered that means Disability Discrimination Act. Then I looked up AFD on my iPad and I found the Alliance for Freedom and Democracy which turned out to be an Ethiopian political party. I still don't know what it is but that's okay.

PCD Director Glover stated, I talk to our HR director and she throws me acronyms and I look at her like a deer in the headlights because I don't have a clue what she's talking about. The DDA is our Deferred Development Agreement so the properties are developing and they don't have the ability, because maybe the rest of the street is not there, but they pay for their share of the future street along with the Redwood Avenue District. The Advanced Finance District (AFD) is the old term we now use for reimbursement district. These are all different liens on titles. Some of them had been approved and we're bringing them in. It causes heart attacks when people are going through escrow and all of a sudden they find a lien on a piece of property. Wendy's team and our temporary person that we brought in have been working diligently this past year to get that caught up but we have thousands and thousands of entries. They may have been recorded on a 10 acre parcel and now I have 40 lots after it's been subdivided and it was popping up everywhere. It has been a painstaking process to go through. We get them cleared up and we get them recorded and we send a letter out then I still get the calls with angry people asking why did you put a lien on my property? I then tell them no we are releasing it. We are working our way through it.

Councilor Roler stated, thank you for the presentation Lora. The one thing I was glad to see was in the Building Division on page 162 that all of the permits are being handled in a swift manner. All of them within five business days of receipt and 100% and some being handled in one business day of request. I like to see that because that always seems to be a sticking point especially when your development starts picking up and things are being held up when people are trying to get their permit and get to work.

PCD Director Glover stated, one of the things we are anticipating as we come down to the end of the system development charge rollback is we do know we have several developers that will be coming in with 10 to 20 permits. We are working with them up front saying let us know which one is really important because we anticipate some of those will sit there for a while before they will actually come in. The requirement is to get their complete building permit turned in. Again,

with only the two guys to look at it that also impact impacts planning staff because the planning staff reviews every one of those permits too. (Inaudible) make sure we have their permission to allow some time because at this point I don't want to have to go out and spend more money to bring temporary people in and try to train them on this short term project. We will be working with them. Ken Sandlen is diligent about getting those permits turned around provided they are complete permits too. Sometimes things go back and we will send a letter so we have that tracking. If it's clean and they have all their (inaudible) sheets in there it will be turned around.

Councilor Riker stated, Lora I don't know if this is a question for you or Jay. Some time ago the audit committee reviewed the Engineering Department and recommended changing the fee schedule. You indicated in the presentation that the income coming in isn't meeting the expenses. Is that differential substantial where we should be re-looking at the schedule and making modifications or are you content with it?

PCD Director Glover stated, as long as the general funds are available to pick up the deficit. The current fee schedule does not adequately cover the expenses of that department. That is really a Council and Budget Committee decision.

Councilor Riker asked, is that differential substantial or is it just not of any...

PCD Director Glover stated, I think Jay has that. It is substantial I believe.

Finance Director Meredith stated, the budget is fairly well balanced. The ending balance or contingency in Engineering is just slightly below what our financial policies say it should be. It is in that yellow, caution category. We need to keep it monitored over the next couple years but the actual amount of charges to the general fund in 2016 is roughly \$107,000. That was originally put into place to recognize that Engineering provides services to the City that they can't always be billed to a specific department or a specific project or specific development depending on what the project is. There are a lot of charges that it would be, in legal terms, the retainer for having the Engineering Department available to provide services to the various City departments or City Council as needed. The budget is pretty well balanced given that the general fund can still contribute that roughly \$107,000 per year.

PCD Director Glover stated, just as a follow-up with our divisions over the whole department with the various accounts or line items we only have a 3% increase over the whole department this year even with adding that extra person and some of the temporary funding. We have been able to save money in other areas. It's just a 3% increase.

Councilor Roler stated, on page 166 we talk again about the Spalding Park sewer issues. It says prepare funding package to resolve sewer issues in Spalding Park. I was just wondering where that stands at because we don't really have enough developed industrial lands. I wonder if there is a possibility it is going to happen or not happen or where that's at right now because we've talked about it in several sessions now and I don't really have a grasp on what is happening with it.

PCD director Glover stated, part of that is going to be a joint effort through Planning and Economic Development to work with the State. That line item, I believe, actually falls under Economic Development but we will be working with the State to qualify for some of the grant funding to help get those services into the Spalding area. I think Aaron has a comment on that too.

City Manager Cubic stated, we have tried to do a run working with the State to do some patient capital investment monies through the Oregon Infrastructure Authority and it didn't come together as you are probably aware because you are a Council member. We had the ability to have some loan forgiveness associated with the development of that park with the increase of sewer capability, streets, etc. However, it would take a partnership, a public-private partnership, in order to make that happen. The City wasn't going to be on the line for the \$3.5 million to do the Spalding. It needed the owner of those properties also to step up. Since that fell through it is still an option in the future if things change and the environment changes but one of the things that may have an impact on this in the future for the development of Spalding and employment lands is the Urban Renewal Agency. There is the potential of that area being determined as blighted and some of that could be slated through improvements through that process. We are working through that right now.

Chair Brandes asked, any other questions?

Councilor Goodwin stated, Lora I have an acknowledgment more than anything that I think needs to be said from the Committee. It is not everyday the department head replaces an administrative position with a production position. It would have been totally justifiable to replace the position lost in a budget just like what normally happens, but being up against increased production that is a decision that was...well, I'll follow it up with a question. How is that working out for you?

PCD Director Glover stated, it is going to be great in a couple months when he is on board and efficient. It's been a bit of a struggle at this point but it is okay because it is going to be a good position and I'm very excited to have him come on board.

Chair Brandes asked, are there any other questions? Would anyone from the public like to comment? Seeing none I'd entertain a motion to approve.

#### **MOTION/VOTE**

**Committee Member Simpson moved and Councilor Roler seconded the motion to tentatively approve the Parks & Community Development budget as presented. The vote resulted as follows: "AYES": Councilors Morgan, Hannum, Lindsay, Riker, Roler, and Goodwin and Committee Members Brandes, DeHoog, Morin, Rall, Collins, Curry, Simpson, and Fogelquist. "NAYS": None. Abstain: None. Absent: Councilors DeYoung and Gatlin. The motion passed.**

#### **IV. Receive public comment and/or questions – n/a**

#### **V. Discuss any general questions of information requests from Committee**

Finance Director Meredith stated, I just wanted to make mention that during this process each year in addition to the budget book to you have in front of you, which is already a whole lot of information, if you want to find even more information we do actually produce a line item budget. It can be a little overwhelming for a Budget Committee member to dive through even more detail than what is been provided. I want to say we have over 8000 individual line items in the budget between revenues and expenses and balance sheets. It is a little overwhelming to see but we do make it available. I have a couple extra physical copies if somebody wanted to browse through it and see what that looks like. The reports are not exactly like they have been in previous years because we are on a new financial system now. There was a question asked

earlier this evening about what the Public Safety overtime amount was this year. You would have to dive into the line item budget and add up all the individual overtime lines, which I actually did while we were having the discussion, and overtime for Public Safety is up about \$4000 in 2016 versus 2015. Compared to a \$19 million budget it's not a huge change and is pretty much the status quo for overtime amounts in case you wanted to avoid the exercise of diving through the line item budget. Online we did send the Budget Committee a link to this year's recommended budget. The electronic version is online. On the very bottom of that page where it shows all of this year's recommended budget sections you can actually click on it and find the line item budget if you were so inclined. I have a couple physical copies with me. I just wanted to make you aware that information is available and it's a long process to dive through that and find exactly what you are looking for. If I can help in any way to answer any questions or any information requests just let me know if.

#### **VI. Continue Hearing to Tuesday, May 14, 2015**

Chair Brandes asked, are there things anyone wants to bring up? Otherwise I'd entertain a motion to continue the hearing until Thursday at 4:00 for the capital tour or 6:00 for the meeting.

#### **MOTION/VOTE**

**Committee Member Simpson moved and Committee Member DeHoog seconded the motion to continue the budget hearing to Thursday, May 14, 2015. The vote resulted as follows: "AYES": Councilors Morgan, Hannum, Lindsay, Riker, Roler, and Goodwin and Committee Members Brandes, DeHoog, Morin, Rall, Collins, Curry, Simpson, and Fogelquist. "NAYS": None. Abstain: None. Absent: Councilors DeYoung and Gatlin. The motion passed.**

The meeting was adjourned by Chair Brandes at 8:00 P.M.

The motions contained herein and the accompanying votes have been verified by:



\_\_\_\_\_  
City Manager or Finance Director

**8/18/2015**

\_\_\_\_\_  
Date

These minutes were prepared by contracted minute taker, Becca Quimby.